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Development of Sustainability Plan
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July 8, 2005

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ABSTRACT

This report addresses issues and strategies relevant to short and mid-term sustainability for WAEDAT subsequent to the cessation of USAID funding. WAEDAT (Women's Access to Entrepreneurship Development and Training) is a program of the the USAID funded Achievement of Market-Friendly Initiatives and Results Program (AMIR). The report includes fund development recommendations and program strategies for sustainability, projected operating budget and financial analysis and recommendations for further developing an Advisory Committee as a leadership strategy

Abbreviations and Acronyms

AMIR	Achievement of Market-friendly Initiatives and Results Program
ECI	Enhanced Competitiveness Initiative
USAID	United States Agency for International Development
WAEDAT	Women's Access to Entrepreneurship Development and Training
JOHUD	Jordanian Hashemite Human Development Fund
CC	Consolidated Consultants
NGO	Non-Governmental Organization
TA	Technical Assistance
JD	Jordanian Dinar

EXECUTIVE SUMMARY

WAEDAT (Women's Access to Entrepreneurship Development and Training) was created in 2004 under the ECI component of the AMIR project in order to build upon existing micro enterprise development strategies. WAEDAT provides training to women who have already established businesses in one of six growth sectors of the economy and who are committed to growing their businesses and creating jobs, thus contributing to the overall growth of the Jordanian economy.

Less than one year old, WAEDAT has already achieved significant success both programmatically and in attracting widespread public and media attention. WAEDAT's challenge is to be able to sustain itself independent of USAID funding.

Since the consultant's visit in February, WAEDAT has made significant progress, resolving issues of legal structure, staffing and leadership. In addition, WAEDAT's Program Manager, Wejdan Abu-Lail has proven herself to be an effective fundraiser, securing several verbal commitments for corporate sponsorships.

An important task of this consultancy was to help WAEDAT identify the annual costs of sustaining its programs as well as a strategy for supporting those costs. As a result of meeting with the AMIR and CC accountants and WAEDAT's Program Manager, an annual budget was constructed and recommendations made with regard to streamlining some program offerings in order to maximize resources and minimize costs. It is anticipated that annual operating costs will range between JD 275,000 and JD 336,000 which, assuming that 150 clients are served, translates to a cost per client of between JD 1,831 and JD 2,240. This cost per client is well within the range of comparable programs in the U.S. and provides a level of service significantly greater than most.

As of June, approximately JD 189,000 of WAEDAT's grant remained unspent and, according to the CC accountant, JD 40,000 in expenses had not yet been submitted, leaving approximately JD 149,000 remaining. The average monthly "burn rate" would indicate that this funding should sustain WAEDAT through the end of the grant period (March 31, 2006).

The decision has been made not to pursue independent non-profit or NGO status. CC has agreed to assimilate WAEDAT into a new training and consulting component it is creating. Although CC's General Manager is committed to WAEDAT's mission and to making a contribution to his community, it will be critical for WAEDAT to be able to sustain itself in the long run. In order for CC, as a private, for-profit entity, to continue to receive sponsorship dollars, it will be important to maintain WAEDAT's separate identity and to document the costs and outcomes of the program. This strategy will also enable CC to build upon the excellent publicity and reputation that WAEDAT has already attained.

Future fundraising efforts should focus on corporate sponsorship (which generally comes out of marketing rather than philanthropic budgets and therefore does not require the recipient to be a non-profit), fundraising events, fees for services and government contracts.

CHAPTER 1: INTRODUCTION

1.1 Background

In 2004, the Women's Access to Entrepreneurship Development and Training Program (WAEDAT) was formed in order to help Jordanian women take their micro enterprises to the next level. WAEDAT's start-up has been funded under the Enhanced Competitiveness Initiative (ECI) component of the USAID sponsored Achievement of Market-Friendly Initiatives and Results Program (AMIR),

With WAEDAT's help, women whose businesses show potential for growth can move beyond subsistence and begin to create wealth in the form of assets that can be handed down to future generations. WAEDAT targets its services to women-owned businesses in six growth sectors of the economy: healthcare, food processing, cosmetics, Dead Sea products, business to business and handicrafts. WAEDAT clients must be committed to increasing their sales and creating jobs, thereby significantly contributing to Jordan's economy. WAEDAT serves urban clients in Greater Amman, and rural clients in Irbid, Zarqa and Madaba.

WAEDAT takes a long-term, multilateral approach, providing women business owners with a comprehensive collection of services that fulfills both their general business and sector-specific needs. WAEDAT's focus is on business growth and sustainability and therefore compliments and builds upon traditional micro-enterprise programs rather than duplicating them.

WAEDAT is a collaborative effort between U.S. subcontractors, Making Cents International and Shore Bank Advisory Services, and Jordanian partners Consolidated Consultants (CC) and the Jordanian Hashemite Fund for Human Development/Small Business Development Center (JOHUD/SBDC). The US Subcontractor is responsible for designing the project and providing technical assistance (TA) to develop the capacity of the local Jordanian Partner who is implementing the project.

The purpose of this consultancy was to create a short and medium-range sustainability plan for WAEDAT independent of USAID support.

Consultant first visited WAEDAT in February 2005 and identified issues and made recommendations with regard to legal structure, organization and staffing, financial management and fundraising strategy. Consultant's second visit in June 2005, followed up with the resolution of those issues and focused on the development of an annual operating budget, leadership and funding strategy going forward. Short-term is defined by this consultant as the nine months of USAID funding ending March 31, 2006, and medium term as one to two years following the cessation of funding.

Consultant participated in WAEDAT strategic planning retreat with Brenda Bowman on June 1 and 2 and facilitated discussion regarding the meaning of sustainability:

It was agreed by the WAEDAT team that sustainability depends not just upon funding, but upon a variety of factors including:

- 1) Having a clear vision for WAEDAT. WAEDAT must continue to fill a demonstrated market need and be able to document and articulate its impact on individuals, families and communities. WAEDAT must continue to offer a unique package of services that is highly valued and differentiated from competitors. WAEDAT must have a plan for the future that includes geographic expansion as well as expanded program offerings to meet the needs of clients.
- 2) Being a learning organization: Constantly looking for and creating opportunities, always improving; keeping an eye on the market and the competition so they don't bypass you. Strong team, qualified staff, good advisors.
- 3) Being financially viable: Strong financial support from a variety of sources. There is sufficient commitment by those both inside and outside the organization to support the need and the vision. WAEDAT and CC recognize and appreciate the value that each partner brings to the table.

1.2 Objective

To create a concrete short and medium-term sustainability plan for WAEDAT independent of USAID support.

1.3 Methodology

Consultant spent two weeks in Jordan from June 1-14, 2005 meeting with staff and steering committee members from WAEDAT, Consolidated Consultants (CC), Jordanian Hashemite Fund for Human Development (JOHUD), AMIR and Making Cents International. Consultant participated in strategic planning sessions led by Brenda Bowman, attended client meetings in Madaba, Zarqa, Irbid and Amman to observe client preparations for the official launch, and observed rehearsal for launch in Amman. Met with steering committee as a whole and individually to set goals for the development of an advisory committee and fundraising strategy.

CHAPTER 2: LEGAL & FINANCIAL STATUS

2.1 Legal Status

WAEDAT was created as a collaborative venture between two Jordanian partners: Consolidated Consultants (CC), a private, for-profit engineering firm and the Jordanian Hashemite Fund for Human Development (JOHUD), a non-profit NGO that operates a variety of programs supporting entrepreneurship including a microenterprise development program.

Since March, AMIR has assisted WAEDAT in analyzing the options available to resolve its legal structure. It has been concluded that seeking NGO or non-profit status is not feasible.

Consolidated Consultants (CC) has agreed to totally assimilate WAEDAT into its operations. WAEDAT will be part of a new training and consulting component that CC will create. In a meeting with CC General Manager Said Abu Jaber, he expressed a strong commitment to “giving back” and to improving the status of women via WAEDAT. He also indicated that CC would be willing to absorb WAEDAT’s costs and losses. Realistically, no business will absorb losses indefinitely from one of its units, so it is important that WAEDAT be able to break even initially and generate profits in the long run. It will benefit WAEDAT if it can demonstrate its positive impact not only upon the clients it serves, but also on CC. CC should be able to benefit from the positive public relations that WAEDAT generates and it would be to WAEDAT’s benefit to be able to document those positive outcomes that do accrue to CC.

In order to ensure broad-ranging support of WAEDAT from CC’s leadership, consultant suggested that Wejdan Abu Lail be invited to make a presentation to the Board of Directors and also to explore the possibility of including Directors’ wives (currently all directors are male) in volunteer efforts. An auxiliary organization (Friends of WAEDAT) could be created to provide support in the area of fundraising and event planning. WAEDAT sponsors a number of events which are very labor-intensive. Well-organized volunteers could relieve staff of some of the many details involved in producing any event.

WAEDAT’s individual identity should be preserved after AMIR funding ceases in order to support the case for outside sponsorships and government support as well as to build upon the excellent publicity and name recognition it has already achieved. WAEDAT should maintain a separate budget and financial statements in order to demonstrate the gap between program costs and program income and therefore support its fundraising case. It could be promoted as “a division of Consolidated Consultants.”

2.2 Financial Status:

According to the AMIR accountant, approximately 189,000 JD remain in USAID funding to WAEDAT and CC indicates that approximately 40,000 of that has been spent but not submitted, leaving JD 149,000. WAEDAT’s “burn rate” has been substantially less than anticipated and the grant funds remaining should cover their costs through the end of the grant period. WAEDAT should work to establish an operating reserve of outside funds to help ease the transition period. Six months of operating funds would be optimal.

CHAPTER 3: PROJECTED BUDGET AND ANALYSIS

3.1 Budget The following annual budget projection was created pursuant to discussions with AMIR accountant, CC accountant, CC Systems Officer Imad Masri and WAEDAT Program Manager Wejdan Abu-Lail. Column B is a projected budget if expenses are maintained based upon current assumptions. Column C is a projected budget based upon consultant recommendations to achieve greater efficiencies.

A	B	C
Non-Operational Staff (CC)	Projecte d	Rec
Systems Officer (Imad Masri - 50% time)	13,200	6,600
Monitoring & Evaluation Officer (Samir Kalbounh - 100% time)	14,400	7,200
Administrative (@250/month)	3,000	3,000
Subtotal Non-Operational Staff	30,600	16,800
Operational Staff		
Program Manager (Wejdan)	18,000	18,000
Training Coordinator (Vacant)	6,600	6,600
Networking Coordinator (Zien)	3,600	3,600
Advisory Coordinator (Abeer)	3,600	3,600
Secretarial/Reception (Huda)	1,440	1,440
Subtotal	33,240	33,240
Employee benefits/expenses		
Social Welfare (11.1% company contribution)	7,086	5,554
Health Insurance (12 jd/mo/8 employees)	1,152	1,152
Subtotal	8,238	6,706
Training/Program Contract Staff		
Core Training (10 - 5 day trainings/2 teachers ea. @ JD 750)	15,000	12,000
Counseling (300 - 3 hr sessions (2/client) @ JD 100)	30,000	15,000
Cross Sector Training (1 - 4 days, 4 sessions x 4 governorates @ 150/day)	9,600	9,600
Subsector Training (2 - 5 days, 2 x 5 sectors = 10 x 4 govts @ 200/day)	40,000	12,000
Subtotal	94,600	48,600
Direct Program Costs - non-staff		
Travel/mileage (780 per month)	9,360	9,360
Venues (50 days core + 64 days x-sector + 200 days sub sec x JD 30)	9,420	9,420
Materials (printing @ 30/client x 150 clients)	7,500	7,500
Networking Events (4 events, all govts @3,500 + 8 events ea x 4 gov @ 300)	21,200	21,200
Exhibition Events (2/year @ JD 4,000)	8,000	8,000
Advertising/Promotion/WEB (per marketing budget, less DVD & brochure)	23,000	23,000
Subtotal Direct Program Costs	78,480	78,480

Consultancy Services		
Sector Advisors	5,000	5,000
Networking	1,000	1,000
Subtotal	6,000	6,000
PR/Fundraising Events		
Awards Dinner (1 per year @ JD 7,000)	7,000	7,000
Subtotal Fundraising events	7,000	7,000
Equipment		
Copier	1,000	1,000
Subtotal Equipment	1,000	1,000
Overhead/Administrative & General		
Office Administration	14,604	14,604
Business Development	1,944	1,944
Insurance	1,464	1,464
Legal and Audit (bookkeeping?)	456	456
Telephone and Communication	4,080	4,080
Depreciation/Occupancy/Rent	20,472	20,472
Electricity, Water and Cleaning	2,520	2,520
Maintenance	3,216	3,216
Stationery & Printing (Office Supplies, Postage?)	4,800	4,800
Fuel & Heating	1,200	1,200
Bank Charges	2,508	2,508
Hospitality	1,440	1,440
Technical Support Fees	11,580	11,580
Other/Miscellaneous	6,516	6,516
Subtotal Overhead/ A & G	76,800	76,800
Total Expense	335,958	274,626
Cost/client @ 150 clients	2,240	1,831
Projected Income (Highly speculative)		
Training Fees (40% or 60 clients @ JD 100 = 60% or 90 clients @ JD 25)	8,250	8,250
Exhibition Fees	8,000	8,000
Networking Fees	11,220	21,200
Corporate Sponsorship	115,000	125,000
Event Income	3,000	3,000
AMIR/USAID	149,372	
Jordanian government support		68,060
CC Support	41,116	41,116
Total Income	335,958	274,626

3.2 Budget Analysis:

The level of services being provided by WAEDAT is extraordinarily high and client fees disproportionately low. Even if one considered only the direct cost of services (lines 20 – 34) the cost per client is approximately JD 1,154. When all other costs are included, the cost nearly doubles to JD 2,308 per client. Clients currently pay one flat fee set at JD 25 in the service areas outside of Amman (Madaba, Zarqa, and Irbid) and JD 100 inside of Amman. WAEDAT's goal for the second program year is to serve 150 clients. If 40% of the clients come from Amman and 60% from the governorates, WAEDAT would generate only JD 8,250 in program fees, approximately 2.5% of its costs.

3.3 Budget Recommendations:

Consultant believes that some services could be delivered more efficiently and with less frequency in order to lower the costs and without significant impact on client outcomes:

Increase number of clients in each core training class from 15 to 20 or 25. If two core trainings per year were held in each service area (total 8 instead of 10), savings would be JD 3,000.

Decrease the length of the individual advisory visits. Currently each client receives two, three-hour visits at a cost of JD 100 per visit for the advisor plus travel expense. An advisor may travel to one of the governorates just to meet with one client. Recommend that advisory visits be limited to 1.5 hours each and that advisors schedule four appointments in one day. WAEDAT should then negotiate a day rate that is comparable to the daily training rates rather than an hourly rate with advisors. This would cut the cost of counseling, at minimum, in half from JD 30,000 to JD 15,000. There may be some program attrition following the Core training, which would also lower the cost of counseling. Attrition rates should be documented so that future budget projections can be made as accurately as possible.

Decrease the number of sub-sector trainings offered. WAEDAT has committed to providing two sub-sector trainings for each of five sectors in each governorate for a total of 40 sub-sector trainings. These sessions are projected to consist of 2 – 5 days at a training cost of 150 -200 JD per day and a total budget cost of JD 40,000. Before committing to this number of trainings, WAEDAT needs to document the number of clients in each sector in each governorate and assess whether it is feasible to do a sub-sector training for each sector in each governorate. For example, it may be feasible to do targeted training for the business to business sector only in Amman. It is doubtful that each governorate has a significant number of clients producing Dead Sea products. WAEDAT needs to establish a minimum number of clients required to offer a training program (probably 10 – 15). It seems more realistic to project that there will be two – three sub-sector trainings per year per governorate rather than 10. Additionally, clients may not be prepared for sub-sector training in their first year of receiving services. This would significantly cut the cost of sub-sector training from JD 40,000 to approximately JD 10,000 – 12,000.

Charge clients separately for networking events and exhibitions: The cost of the networking events and exhibitions is very high. There are four networking events per year that are for clients from all the governorates. These events are estimated to cost JD 3,500 each and are attended by about 90 clients at a cost of JD 39 per client. These events last a full day and are held at hotels. Lunch has been provided because the cost of a meeting room alone is quite high. Exhibitions are similarly costly at about JD 4,000 for each of two events yearly. With 100 exhibitors, the cost is JD 40 per client. The small networking events are held monthly (except in the months when there is an event for all governorates together) in the governorates and cost about JD 300 each and are attended by 20 – 25 clients at a cost of about JD 12 per client. Clients should pay the cost to WAEDAT for these events. If the cost is too high for clients to pay, the events might be shortened (half day for big events), held less frequently, or in different venues. Research should be done to determine whether there are government, NGO or business facilities that could be donated for this purpose. It may be feasible to solicit hotel sponsorship in order lower the costs of these events. Hotels would be more likely to reduce the cost of space during the slow

season, therefore events should be avoided in the high season if possible. The cost of the events could also be underwritten by corporate sponsorships. Whenever possible, it is good policy that client (user) fees should cover the direct costs of the events with sponsorship revenue contributing the profit margin. As WAEDAT grows, it is assumed that prior year clients will want to participate in networking events and exhibitions. As attendance increases, cost per client should decrease.

3.4 General Observations:

As WAEDAT becomes well-known, it is anticipated that advertising costs can be curtailed as word-of-mouth will bring the majority of clients to the program.

It is unclear how much of WAEDAT's overhead will be absorbed by CC's new training department. The establishment of this department may decrease general and administrative costs. Also, the cessation of USAID funding should reduce the administrative burden to CC and they should consequently be able to reduce the amount of staff time they are dedicating to WAEDAT.

Contract trainers come at a high cost. Because of the high number of training sessions that WAEDAT is committed to, at some point, it may be advisable to hire full-time staff that can deliver more generalized cross-sector training as well as some business counseling and reserve contract trainers for the more specialized services.

Consultant discussed the idea of an income-based sliding fee scale with staff. Staff felt that there would be resentment among clients if they did not all pay the same cost. Consultant recommends that WAEDAT convene some focus groups of its clients to explain the philosophy behind a sliding fee to see if such resentment truly exists. If WAEDAT cannot recover a greater proportion of its costs through fees, it will end up spending much of its time fundraising, which is also costly.

Over the last nine months of AMIR funding, WAEDAT should secure as much sponsorship funding as possible with the goal of creating an operating reserve. WAEDAT should plan to start charging fees for networking and exhibition events.

As was recommended in my prior report, whoever is hired to fill the training coordinator position should have strong business development skills and be capable of identifying and pursuing opportunities for WAEDAT to replicate its model in other countries within the region where there is an opportunity to generate profits, either through government contracts or direct client payments.

CHAPTER 4: LEADERSHIP & STAFFING

4.1: Steering/Advisory Committee

Meetings with individual Steering Committee members and with the committee as a whole indicate that there is agreement that WAEDAT's needs have changed. Now that programs have been launched and are progressing well, they don't need the same level of direction and oversight as they did in the beginning.

Members agreed that the Steering Committee should transition into an Advisory Committee of no more than nine members representing different sectors – NGO, private and government and that Advisors should not be paid for their services. Steering committee members stated, "Members should be people who can add value to WAEDAT by building linkages to target groups, program development resources and funding sources. The Advisory Committee should be a help, not a burden to WAEDAT." Meetings should be held monthly or semi-monthly. Special guests may be invited occasionally to share expertise in a specific area of interest or need.

Advisory Committee's role should be strategic. It should occasionally review program outcomes and direction. Advisors could play an important role in regional expansion. A revised job description was created for Advisory Committee members at the June 14 Steering Committee meeting and is attached in Appendix 4.

Steering committee brainstormed potential advisors for the committee. Committee agreed:

That it needs to create a process for screening, nominating and orienting new members
That organizational needs should be identified and members recruited to fulfill those needs
That representatives of significant sponsors should be considered for membership
That members should be recruited from other women's organizations, business groups, sponsoring corporations, and the Ministry of Planning.
Members should be sought who have legal and policy-making experience

Eman Nimri is willing to continue on the AC if meetings are fewer (monthly or less).

4.2 Staffing:

As was recommended by several consultants, Wejdan Abu-Lail has been promoted to the position of Program Manager. This promotion acknowledges the role she has played as team leader and provides her with the authority she needs to effectively manage staff and speak on behalf of the organization. In the three months since the consultant's first visit, Wejdan has demonstrated remarkable professional growth, particularly in the fund development area.

WAEDAT has one key position unfilled which is the training coordinator. As recommended in an earlier report, this position should be filled with an entrepreneurial individual with the ability to develop fee-for-service income.

CHAPTER 5: FUNDRAISING STRATEGY

Fundraising Strategy:

Based upon the decision to assimilate WAEDAT into CC, corporate sponsorships, events, and fees for service including third-party payers (government contracts) to provide services appear to be the most realistic strategies to pursue. Corporations can sponsor WAEDAT out of marketing funds rather than philanthropic or foundation funds which require non-profit or NGO status. At the request of Steering Committee members, the following section outlines in detail the process for identifying and soliciting corporate sponsorships.

5.1 Corporate Sponsorship Status:

Since consultant's visit in late February/early March, WAEDAT Program Manager, Wejdan Abu-Lail has made significant, if not stunning progress in the area of fund development. She has made the following contacts and received verbal commitments:

Citibank – Local Citibank staff have agreed to support a request to Citigroup on WAEDAT's behalf for JD 30,000 (JD 10,000 approved).

Nissan – Has indicated interest in exclusive sponsorship at the JD 30,000 level. Wejdan has an appointment scheduled and has communicated that exclusive sponsorship can only be provided in their sector (i.e. the only auto manufacturer).

The following corporate sponsors have given verbal approval to sponsorships between JD 3,000 – JD 5,000:

Roach Pharmaceutical
Extra (Gum)
Samsung
Amman-Cairo Bank
Medais Furniture
Quawagi Jewelry

Additional near-term sponsor prospects include: Umniah, a new telecommunications firm, McDonalds, Standard Charter Bank and Jordan Bank. (Additional prospects include the list generated in February.)

5.2 Corporate Contributions:

Goals, procedures, responsible parties

Goal: Number of contacts/meetings per month: 10 contacts resulting in 4 – 5 Meetings per month

Step One: Research

Goal: Identify potential donors and contacts

Who: Advisory Committee, Senior Staff, Trainers, Clients

Primary goal is to identify potential donors who share the WAEDAT mission and vision. This process should include all who are associated with WAEDAT, including clients. As Jordan is a small country, everyone seems to know or be related to someone who might potentially offer support to WAEDAT. Two clients have already provided connections which have been followed up by WejStep Two: Initial Contact

Who: Program Manager, Advisory Board Member, WAEDAT client

Goal: Get a face-to-face meeting

Funding, especially at the corporate level, is based upon relationships. Corporate giving processes can be quite informal, depending upon the size of the company and their giving policies. Sometimes an individual can make a decision up to a certain amount, above which he or she must consult a committee or a superior. It is often said in the world of fundraising that “people fund people – not programs,” so even though WAEDAT has a strong message to deliver, it is the messenger who seals the deal.

First contact is best made by the individual who knows the person within the potential donor organization. For instance, if an Advisory board member knows someone at Jordan Bank, they should call that person. “I’m on the Advisory Board of a great new organization called WAEDAT and we would like to talk to you about how we might work together (or how Jordan Bank can support us). May I have our Program Manager, Wejdan Abu-lail call you?” (Or, if the contact is not the appropriate person to talk to, find out who is and what the best approach would be.) Initial contacts are exploratory. Ask for advice. Everyone loves to give it and it’s free.

If the WAEDAT contact person is unwilling to make a call, the second strategy would be for Wejdan to make the call saying, “I was referred to you by ‘Mr. Big,’ do you have a few minutes to talk about WAEDAT?”

If donors are clearly not interested they should be “blessed and released.” (Thank you for the contributions you make in our community. Is there anyone you know who might be interested in helping WAEDAT?)

Step Three: The meeting

Goal: Cultivation and education

Who: Program Manager (Wejdan), Advisory Board member, other senior staff if needed (Zein or Abeer), WAEDAT client if appropriate.

This is WAEDAT’s opportunity to tell their story. If someone has agreed to meet, it can be assumed that there is some interest in WAEDAT. WAEDAT already has a good presentation package consisting of a brief organization overview, press clippings, success stories, and a brochure presented in an attractive and professional folder. Although the

Program Manager is certainly capable of making these visits on her own, it can be more effective if she is accompanied by an Advisory Committee member (if they made the original contact) and a client who can articulate how the program helped her.

During these meetings, it is equally important to ask questions and listen carefully to the answers: How much does the donor know about WAEDAT? What would the donor want to achieve from a contribution to WAEDAT? – Access to WAEDAT clients, publicity, pure philanthropy?

If it appears that WAEDAT and the potential donor have compatible goals and interests, WAEDAT should ask how to proceed. The donor may request a formal proposal or want to visit some client businesses and may also need to gather information from within his or her own company. Be sure that a follow-up plan has been agreed upon. If the donor needs time to gather information, ask when would be a good time to call back. If the donor requests a more formal proposal, ask for information about how much you should request and if there is a deadline.

All meetings, regardless of the outcome, should be followed up with a personal note from Wejdan thanking the donor for his or her time. The note can be handwritten or a more formal letter that confirms any next steps that were agreed upon.

Step Four: Judging donor readiness, making the request

Goal: Maximize contribution by asking for the right amount at the right time.

Who: Program Manager and others who have participated in the transaction thus far.

Requests should tie contributions to outcomes/activities, e.g. training for one woman, ten women, an entire class or a specific activity such as an exhibition. Corporate sponsors may want to target their contributions to women working in their own sector such as food. Match the language and the presentation with donor interests. Corporate donors are often very straightforward in their commitments and may not require too much education. It is important to take advantage of the opportunities you have by presenting a professional request. Corporate sponsorships often require negotiation; therefore it is important to know when you make the request what benefits you can provide for the sponsor and what benefits you cannot. For example, a sponsor may request exclusive sponsorship. This is usually acceptable only within the sponsor's business sector and should come at a significant cost in return for other sponsorships you are forgoing. If a sponsor is interested in true exclusivity, that is, they want to be the one and only WAEDAT sponsor, then the cost should be equal to the cost of WAEDAT's annual budget – or close to it. Such an exclusive sponsorship might also be negotiated for more than one year and be considered similarly to venture capital.

Simple Rules for asking:

Know what you want – be specific and make your expectations clear.

Know when you want it – ask for a specific time commitment.

Clarify what kind of information and follow-up is needed and how and when it will be delivered

Make the request, wait for the answer, and then confirm the answer.

Confirm the commitment in writing.

Follow-up and thank the contributor as appropriate.

Common pitfalls:

Not asking for a firm commitment – letting people off the hook.

Vagueness.

Making assumptions, not asking enough questions.

No follow-up.

Step Five: Recognition: thanking, following up, continuing cultivation

Goal: Keep the donor happy, increase donor commitment to WAEDAT increase donor giving.

Who: Program Manager with support of staff and Advisory Committee.

There are many ways to thank a donor – the more the better. In addition to including the corporate logo on printed materials, website, in advertising and at events, the corporation should receive a formal letter of thanks. The letter should go both to the Chief Executive and to the individual who was responsible for garnering the contribution. Thanks should be given verbally as well through a phone call or in person. At each Advisory Committee meeting, Advisors should be given a sponsorship update and be encouraged to write a personal note of thanks on a WAEDAT note card. A hand-written thank-you from one of the advisors can be very meaningful to a donor, especially if they know each other.

When corporate donors attend events, they should be recognized when they enter, from the podium and generally fussed over. It is customary to allow corporate donors to hang banners with their logo at events. Prior to an event, staff and advisory committee members should make sure they know who will be attending and who, on WAEDAT's behalf, will greet them, thank them, and show them around the venue. Whenever possible, corporate donors should be given a "tour" of client products, if they are displayed, and should be introduced to individual entrepreneurs. Every event should include client testimonials and clients should be coached beforehand on their presentations.

If media are represented at the event, be sure that prominent donors are mentioned and pictured in subsequent news stories. After a large event with many sponsors, it is often effective to place a "thank you" ad in the paper acknowledging donors' support for your very successful event.

Once each year, WAEDAT might provide a gift basket of client items to each major donor as an additional thank you. Corporate donors may even wish to purchase WAEDAT gift baskets to give to their own clients. Sponsors and donors should also receive an annual report of WAEDAT outcomes for the previous year as well as a brief summary of goals for the coming year. This does not need to be an expensive, glossy report. In fact, it should be concise and inexpensive. A report printed on letterhead and limited to two pages is preferable. Most executives don't have time to read lengthy reports. Success stories should figure prominently in all reports; a mix of statistical data and personal stories generally has the most impact.

Donor attrition is unavoidable; corporate interests change as do profits, so giving may be inconsistent. The goal is to make sure that no donors stop giving because of lack of attention. With proper cultivation, donors will usually increase their gifts as their knowledge of and connection to the organization grows.

Due to attrition, new donors need to be constantly identified and cultivated.

5.3 Government Contracts:

Ministry of Planning: New minister Suhair al-Ali (former Citibank official) has expressed interest in WAEDAT and has asked to visit successful clients along with U.S. Ambassador. It is not known at this time at what level the Ministry of Planning might be able to support WAEDAT, however, WAEDAT should explore ways in which it could be contracted by this and other ministries to help meet goals for job creation, training and economic development. The same process can be followed in order to expand WAEDAT to neighboring countries.

Government contracts will most likely require the development of a proposal similar to a grant proposal which describes the services to be provided, the number of clients to be served, predicted outcomes and a cost per client. Depending upon the ministry and program, these proposals can be complex and difficult and may require the services of a consultant to prepare. It would be advisable to recruit a ministry official on to the Advisory Committee.

5.4 Fundraising Events:

WAEDAT is currently planning a fundraising dinner for June 27 and will honor outstanding WAEDAT clients. The ticket price is low (JD 10 for clients and JD 15 for others). An auction of client items will also take place. Because of the low ticket price, the event should be considered more of a public relations event than a fundraiser, however corporate sponsorships may add significantly to the bottom line.

WAEDAT staff members have been tireless in their dedication to creating events. Consultant cautions that too many events will eventually cause staff burnout and are not the most cost-effective way to raise money. Consultant has recommended to staff that they schedule only one fundraising event and two exhibitions each year. There should be at least a six-month planning period allocated to each event. Some staff time may be alleviated with the help of volunteers, however volunteer management does present its own challenges. An event coordinator can be contracted to alleviate the burden on staff.

When events are planned as fundraisers, a better analysis of the true cost needs to be prepared. Fundraising events need to be differentiated from client programs. WAEDAT should not provide below-cost tickets for an event or they will be losing rather than earning money. The full cost of the event should include staff time, promotion and invitations, not just the cost of the venue. A sample event budget is attached in Appendix 5.

Fundraising events should be scheduled so that they do not conflict with periods of heavy program activity or traditionally busy times of the year such as religious and school holidays when venues are at their most expensive and there is lots of competition.

5.5 Proposed Annual Event Calendar:

Late May or early June: Awards dinner and auction. Honoring WAEDAT clients

August or September: Fall Exhibition (Back-to-school/Ramadan) Possible sponsor: McDonald's, others

March or April: Spring Exhibition

Involving Donors beyond financial support:

Involving donors and potential donors in volunteer work can be a powerful way to enlist support for WAEDAT. Volunteers can be involved as guest speakers in the classroom and as mentors. They can also participate in organizing exhibitions and the annual dinner and in soliciting sponsorships.

APPENDIX 1: SCOPE OF WORK

Annex B

Short Term Consultancy Agreement Scope of Work

Activity Name: Implementation of WAEDAT Fundraising and Sustainability Plan
SOW Title: Development of a Sustainability Plan
Modification No: Original
SOW Date: April 17, 2005
SOW Status: Final
Consultant Name: Marsha Bailey

I. Specific Challenges to Be Addressed by this Consultancy

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support for female entrepreneurs in Jordan. Despite the impacts of the Qualified Industrial Zones, World Trade Organization membership, and an overall increase in Jordan's exports, unemployment remains in the mid teens. The creation or awakening of an entrepreneurial class in Jordan's rural areas and particularly among women will take some time, but will have a dramatic affect on these communities. The WAEDAT program will build on numerous initiatives taken by the AMIR Program. The microenterprise initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas. The task of attracting women into Jordan's private business sector and creating support services that will ensure their success presents a unique set of challenges.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner, Consolidated Consultants and Jordan Hashemite Fund for Human Development (CCJ). The US Subcontractor is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local Jordanian Partner who will implement the project - managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

The main challenge of this consultancy is to work with the CCJ WAEDAT team to develop a medium and long-term sustainability plan. Current funding for WAEDAT may support the program through the end of 2005, therefore there is an urgent need to quickly develop an action plan that incorporates the fundraising strategy and marketing plan. The sustainability plan must account for the future legal structure of the WAEDAT program and should address short, medium and long-term issues.

II. Objective of this Consultancy

The objective of this consultancy is to develop a concrete short and medium-term sustainability plan for the WAEDAT program.

III. Specific Tasks of the Consultant

Under this Scope of Work, the Consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

A. Background Reading Related to Understanding the Work and Its Context. The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:

Making Cents WAEDAT Proposal
WAEDAT Work plan
Jordanian Partner WAEDAT Proposal
WAEDAT Training Plan and Objectives
WAEDAT promotional materials
WAEDAT Marketing Plan
WAEDAT Fund-raising Strategy

B. Background Interviews Related to Understanding the Work and Its Context. The Consultant shall interview/communicate with, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

Sean Jones, Private Enterprise Officer, USAID.
Maha Mousa, Project Manager, USAID
Steve Wade, Program Manager, AMIR Program
Rebecca Sherwood, Program Administrator and Grants Manager
Brad Fusco, ECI Component Manager
Suhair Khatib – BDS Sub-component Manager
Eman Nimri – ZENID Director, WAEDAT Steering Committee Member
Imad Masri – WAEDAT Administrative and System Officer, Member on the WAEDAT Steering Committee
Wejdan Abu Lail – WAEDAT Team Leader
Other Jordanian Partner Organization Key Personnel

C. Tasks Related to Accomplishing the Consultancy's Objectives. The Consultant shall use his/her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:

Working with the core team and the WAEDAT steering committee, the consultant will develop a sustainability plan that establishes a time frame and concrete tasks to be accomplished by the WAEDAT team by agreed upon dates.

Clearly establish the roles of various members of the WAEDAT team, steering committee, and any other related institution such as CC or JOHUD.

Review the operational budget (past year and future projections) and make specific recommendations on how to save resources, and prioritize activities and expenses.

Deliverables

Complete final report establishing sustainability plan that addresses the above tasks. (June 24, 2005)

IV. Time frame for the Consultancy.

May 30 – June 17, 2005

V. LOE for the Consultancy.

Total of 2 days based in the US. May 30 and June 17, 2005.

Total of 10 days based in Amman. June 1 - 15 – March 3, 2004.

Two days of travel

Total 14 days.

VI. Consultant Qualifications. The Consultant shall have the following minimum qualifications to be considered for this consultancy:

Educational Qualifications

MBA, or MA in related field

Or seven years relevant work experience

Work Experience Qualifications

Experience managing a similar enterprise support program or project.

Demonstrated ability to work in a cross cultural environment.

APPENDIX 2: DOCUMENTS REVIEWED

Making Cents Technical Proposal
CC/JOHUD Technical Proposal
WAEDAT Marketing Proposal
WAEDAT Master Workplan
WAEDAT Corporate Sponsorship Proposal
WAEDAT Marketing Materials
Training of Trainers (TOT) Final Report
WAEDAT program expenditures to date
AMIR website
WAEDAT Strategic Plan

APPENDIX 3: INDIVIDUALS INTERVIEWED

Eman Nimri – ZENID Director, WAEDAT Steering Committee Member
Imad Masri – WAEDAT Administrative and System Officer, Member on the WAEDAT Steering Committee
Hassan Morahly JOHUD/SBDC
Maha Mousa, Project Manager, USAID
Wejdan Abu Lail – WAEDAT Team Leader
Stephen Wade, AMIR Program Director
Brad Fusco, AMIR Component Manager, Enhanced Competitiveness Initiative
Mustafa Jallad -- AMIR Accountant
Mohannad, CC Accountant
Said Abu Jaber, CC General Manager,
WAEDAT Steering Committee
Brenda Bowman, Making Cents International Consultant

APPENDIX 4: ADVISORY COMMITTEE JOB DESCRIPTION

WAEDAT ADVISORY COMMITTEE

Purpose: The purpose of the advisory committee is primarily to help support WAEDAT's strategic vision. Advisors help WAEDAT identify and respond to market needs. Committee members share their expertise and contacts with WAEDAT in order to help the organization connect with targeted client groups, funders, and other development organizations with whom WAEDAT might create a strategic linkage or partnership.

Members: Members should be individuals who support WAEDAT's mission and add value to the organization, who are willing to volunteer their time to further the mission and who represent a variety of sectors including but not limited to NGO, government, banking/finance and other major business sectors. The Advisory Committee shall consist of no more than nine (9) members.

Meetings: The Advisory Committee will meet monthly or semi-monthly as determined by the members of the committee.

Advisory Committee Roles

The Advisory Committee advises the Program Manager as needed based on the Committee members' knowledge, experience and commitment to WAEDAT's success. Committee members should have influence and decision-making capabilities in their respective organizations and be willing to use these capabilities in order to strengthen and expand WAEDAT's impacts.

The Advisory Committee is committed to WAEDAT's strategic vision as a self-sustaining regional model and supports innovative training approaches and business practices that meet the needs of women entrepreneurs. Committee members are responsible for supporting a fund-raising program to ensure that WAEDAT, having demonstrated its quality and effectiveness, continues to grow.

Advisory Committee Members, in order to assist and support the Program Manager are required to regularly attend Advisory Committee meetings, respond in a timely manner to communication and to review and understand WAEDAT materials and documents.

Advisors are WAEDAT's ambassadors in the community and therefore responsible for communicating program accomplishments through an informal, word-of-mouth public relations campaign whose purpose is to expand WAEDAT's sphere of influence and identify potential partners, donors and clients. Advisors agree to represent WAEDAT at appropriate functions, and to report back to the Advisory Committee on the outcomes of their representation.

APPENDIX 5: SAMPLE EVENT BUDGET

INCOME		# est.	Projected	IN KIND	INCOME Actual
SPONSORS					
Company Name	15,000	1	\$15,000.00		
Company Name	10,000	1	\$10,000.00		
Company Name	5,000	2	\$10,000.00		
Company Name	2,500	1	\$2,500.00		
Company Name	2000 (partial Print)	1		2,000.00	
Company Name	500 (print donation)	1		500.00	
Company Name	Travel			500.00	
Company Name	Hotel			250.00	
Subtotal sponsor			\$37,500.00	3,250.00	
TICKETS					
	Patrons @ \$250	10	\$2,500.00		
	General @ \$75	250	\$18,750.00		
10 tables x 10	Table Sponsor @ \$1,500	100	\$15,000.00		
	Discounted tickets (\$35 ea.)	20	\$700.00		
	Complimentary (press, speaker)	10	\$0.00		
	Staff	5	\$0.00		
Subtotal tickets		395	\$36,950.00		
OTHER INCOME					
	Raffle (pre-sale)		\$2,000.00		
	Donations (event-related)		\$2,500.00		
	Raffle (event)		\$1,000.00		
	Auction (event)				
	Pledge (event)				
	Alumni Boutique (\$75)	20	\$1,500.00		

Subtotal other			\$7,000.00		
Total Income			\$81,450.00	3,250.00	
EXPENSES		# est.	Projected	IN KIND	Expense Actual
	Event Coordinator		\$2,000.00		
Day of event	Food & service @ \$22	395	\$8,690.00		
	Valet Parking		\$1,250.00		
	Videography/photography		\$600.00		
	Decorations @ \$20/table	40	\$800.00		
	Room rental for client showcase		\$1,000.00		
Printing	Printing (Invitations)	2000	\$2,000.00		
	Graphic design		\$800.00		
	Posters (sponsors + raffle)		\$100.00		
Advertising	Newspaper		\$500.00		
	Radio		\$500.00		
Mailing	Bulk postage (invitations)		\$1,000.00		
	Mailing Service @ .35	2000	\$700.00		
	First class postage		\$60.00		
Hotel/travel	Hotel (Speaker)		\$250.00		
	Airfaire (Speaker)		\$500.00		
Miscellaneous			\$200.00		
Total Expense			\$20,950.00		
Net Income	Income minus expense		\$60,500.00		
Total Income	Cash & in-kind:		\$84,700.00		
Direct Cost	Direct Expense		\$20,950.00		
Staff time	Assistant @ \$16/hr	160	\$2,560.00		
	Manager @ \$25/hr	160	\$4,000.00		
Total Cost	Direct expense + staff		\$27,510.00		
Net Income	Includes In-Kind		\$57,190.00		
Cost per guest	Event cost/number of guests	395	\$69.65		